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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400060001-5

23 May 1975

MEMORANDUM FOR: Director of Training  
THROUGH : Chief, Intelligence Institute  
SUBJECT : Course Report - Midcareer Course  
No. 46, 23 March - 25 April 1975

1. Like most of its predecessors, Midcareer No. 46 quickly developed the close kinship, candor and active participation that contributed to building a fresh awareness and respect for the responsibilities and activities of all Agency elements. The class consensus was that the program both met its formal stated objectives and provided an invaluable personal experience. The timing of this running was propitious, given the particular issues and concerns raised by the Seymour Hersh articles, the Rockefeller and Congressional investigations, the Freedom of Information Act, Philip Agee,

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2. The class composition reversed the trend towards younger participants. The average age of 39.2 was the highest since Course No. 33 in 1972. This was also an unusually senior group by grade, with eleven GS-14's and only two GS-12's. Combined with the degree of insecurity about the role and organization of the Agency after the investigations, these factors may have contributed to the sober and intense character of their participation. Occasionally there was a degree of tension, as during the discussion of the Agency's responsibility for employees indicted for civil or criminal crimes connected with performance of their duties. The class was very cooperative and responsive to the chairmen, but to some extent lacked the "free spirits" and sense of humor that have emerged in recent runnings.

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### Statistics

3. The 30 students of Midcareer Course No. 46 represented all Directorates. Nine were from the Operations Directorate; eight from the Directorate for Administration; seven from the Intelligence Directorate and six from the Directorate for Science and Technology. The average grade was 13.3, with two GS-12's, seventeen GS-13's, and eleven GS-14's. An interesting bit of trivia on "career development" was that seven officers had come into the Agency at the GS-06 level or lower--one GS-14 entering as a GS-03. The average age was cited earlier (39.2), with a spread of thirty-three to forty-six. The average length of service was twelve years, and ranged from four to twenty-four years.

### Major Changes

4. The one major change was the New York field trip--a first on all counts, as we went by bus to New York City for briefings by CALTEX Petroleum Company, the FBI Field Office and the Chase Manhattan Bank. The trip will be discussed later in this report. A second significant addition was a presentation by Hank Knoche on the Rockefeller Commission's focus and functioning, and its working relationships with the Agency. Mr. Knoche came on short notice following the cancellation of Mr. Duckett's presentation on Agency management.

5. The initial formal segment of the program--the Obstacles exercise--provided for lively exchange and the surfacing of a wide range of concerns about the Agency in general and professional career development. The interest generated is best reflected in the evaluation comments that (1) more time should have been devoted to these discussions, and (2) a return to the issues at the end of the program via small group discussions would have been profitable. The exercise generated many of the questions that made for active formal and informal discussion periods throughout the five weeks.

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6. Mr. Blake, the opening speaker at [REDACTED], gave considerable attention to his personal views on the future direction of the Agency after offering a brief overview of his Directorate. The DDA had appeared before the Rockefeller Commission earlier in the day and volunteered his impressions of the Committee's concerns and attitude.

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25X1D 7. The remainder of Phase I went according to schedule, with a few speaker substitutions. The class was somewhat frustrated by its inability to learn more about the [REDACTED]. Neither they nor the chairmen knew of the DCI's personal injunction against discussing this activity. Both the DDI and the DDO received high marks for their candor, and the chairmen agreed they had never heard the DDO as open and responsive. We do need to coordinate the NPIC and IAS presentations, as there is considerable repetition of narrative and viewgraphs. Both elements serve important functions, and we would not suggest the answer be to eliminate one or the other. A pleasant surprise was the fine presentation and discussion session provided by OMS, usually one of the less stimulating segments of the program.

25X1A 8. In Phase II, [REDACTED] presentation was excellent in tracing the evolution of the Intelligence Community as an entity. Unfortunately he arrived late and there was no time for questions. Filling in for George Carver, [REDACTED] followed with a low-keyed profile of the functioning of an NIO. The highlights of Phase II were General Samuel Wilson on the IC Staff, Colonel Clinton Granger on the National Security Council, and Commander Lionel Olmer on PFIAB. Colonel Granger had just returned from a fact-finding mission to Vietnam with the Army Chief-of-Staff, General Weyand, and painted a picture that prepared us for the collapse even as the Administration was appealing for more military funds. Cdr. Olmer had recently accompanied PFIAB member Leo Cherne on a trip studying economic intelligence efforts abroad, and drew upon this to provide insights into the functions and workings of the Board.

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9. At the opposite end of the evaluation sheet were [REDACTED] from NSA and [REDACTED] from DIA, the former a creature of his slides and the latter of his viewgraphs. Neither was particularly effective in open discussion following their canned (or "projected"?) briefings. [REDACTED] was criticized by some for offering a narrow view of INR. He did focus on the operations of his office (Latin America), but we would contend that his more "working level" view did provide useful insights. Indeed, one caution with which we do approach evaluations is to appreciate that when one gets the latter view, the complaint is often that the speaker was not from a sufficiently high level-- but when one gets the senior manager, the complaint is that he cannot deal with the substantive facets. This problem is in part resolved in the Agency presentations through the mix of formal presentations by senior officers and IP's by class members. No such compatible arrangement has been devised for "out-of-Agency" offerings.

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10. The New York field trip received mixed reactions. The Chase Manhattan briefings and luncheon in the bank's executive dining room were an unqualified success. Most of the officers who briefed us attended the luncheon, sitting around so that each class member was in easy conversational reach of a Chase official. The CALTEX and FBI briefings were less well received. The criticism of CALTEX stemmed in large measure from the last-minute change of venue. The hotel accommodations were poorly arranged for effective presentations and discussion, although the senior CALTEX officers did encourage open exchange and emphasized that they wished to focus on our concerns rather than their own. The President's candor was exemplified by his response as to why we were not meeting on CALTEX premises. The FBI briefing was given by the special agent in charge of espionage (or what we would call "counter-intelligence"). The session was devoted to questions and answers after some brief introductory remarks on the office's missions. The briefing lasted as long as there were questions (over an hour), and was followed by a tour of the facilities. Considerable class criticism focused on the tour, an unexciting exercise as there were no sophisticated displays and the records operations was unbelievably archaic! There were rows upon rows of safes, little evidence of auto-

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mation, and no indication that any areas were denied to us. We did not anticipate that the tour would reveal such a primitive (by our own standards) operation --particularly in the largest FBI field office (1000 agents). We would suggest the tour be eliminated in the future. We found this an extremely informative trip, and would recommend a repeat in the future. The

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11. Phase III on "World Affairs" went smoothly, with just one cancellation-- [REDACTED] on "Energy: Challenge of the 70's." We could not find an adequate substitute, as our "backstops" in the "energy business" had all taken off for Paris for an international conference [REDACTED] included!). We used the time for a class member to show a film on lasers and discuss same, as his individual presentation had aroused great interest in the potential applications of this new technology. Outstanding marks were given to [REDACTED]

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ant Secretary of Defense Robert Murray. The one new addition was [REDACTED] and formerly with the United Nations. He actually offered three lectures in one--the role and significance of the United Nations today (his formal topic), the performance of the People's Republic of China in the U.N. during its first year of membership, and reflections on Henry Kissinger based on twenty-five years of contact (they were doctoral candidates together at Harvard in the early 1950's and have maintained their friendship). Criticism was levied at [REDACTED] the Assistant NIO for Strategic Programs, for too many viewgraphs and too much detail in discussing the US-Soviet Strategic Balance, and at Dr. R. T. Ravenholt for concentrating more on his own bureaucratic problems at AID and discussing technology for curbing the population explosion without devoting sufficient attention to the dimensions of the world's population growth problems.

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12. General Wilson and John McMahon attended the class reception in the Executive Dining Room during the final week. (All DDs or their deputies had been invited). The affair was relaxed, with the only criticism it wasn't

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long enough! The course ended on a high note with an hour with the DCI, about forty minutes of which was dedicated to questions and answers.

#### Problems

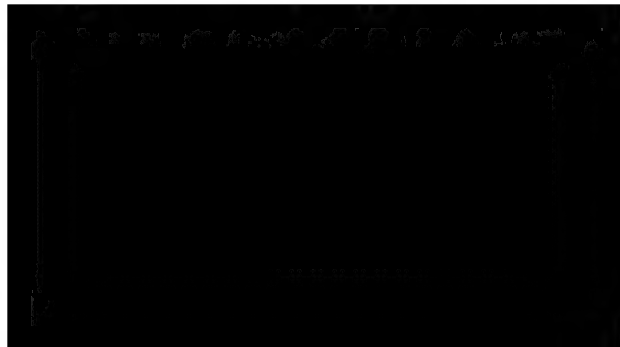
13. The only problem was the field trip, with the details spelled out above.

14. The second problem--better described as a disappointment--was the cancellation of Mr. Duckett's presentation. He was the only deputy director the class did not hear, and this marked the third consecutive cancellation of his presentation to a Midcareer course.

#### Summary of Class Reaction

25X1A 15. Every class member's overall evaluation was favorable. Each singled out the importance of extended contacts with their peers from other offices and directorates. The [REDACTED] period was a particularly welcome one, away from home and office. Several suggested we lengthen the time for individual presentations, as these frequently gave better insights into a component's operation than the formal briefing on that office.

16. On a scale of 1 to 7, Phase I was evaluated as 5.4, Phase II as 4.5 and the last phase at 5. The lower rating for Phase II reflects the exasperation with the DIA and NSA presentations, and to a lesser degree with those of INR and the FBI.



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MIDCAREER COURSE

NO. 46

OPENING DAY

17 March 1975

Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

23 March - 8 April 1975

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Headquarters Area

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

E-2 CL: 013030

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MIDCAREER COURSE

NO. 46

CHAIRMAN:

[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

25X1A

[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

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TRAINING ASSISTANT:

[REDACTED]  
Room 921, Chamber of Commerce  
Extension 2063

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### MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

### COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

### PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

MONDAY, 24 March 1975

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0800-0830     Welcome [redacted] and 25X1A  
              Security Briefing  
              (Please convene in  
              Classroom 11)

25X1A

### PHASE I--THE AGENCY

*The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.*

0845-0900     Course Administration

#### Block I--Mutual Perceptions: The Agency and Us

*In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Directorate of Administration will be discussed, as will legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.*

0910-1200     Team Exercise: Midcareerist Obstacles

*This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.*

Lunch

MONDAY, 24 March 1975

25X1A

1300-1500 Team Reports

Dinner

1900-2100 An Evening with the  
Deputy Director for  
Administration

John F. Blake

*The DDA will speak briefly on the current status of his Directorate, bringing you up to date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.*

TUESDAY, 25 March 1975

25X1A

0800-0930

Reading

Class

Intelligence Institute, Office of  
Training, Study Guide: The  
Organization of CIA, January 1975,  
12p. and chart. SECRET

[REDACTED] "CIA and the Congress,"  
pp 1-14, Studies in Intelligence,  
Vol 18 No. 2, Summer 1974. SECRET  
No Foreign Dissem

25X1A

Rep. Lucien Nedzi, "Oversight or  
Overlook: Congress and the US  
Intelligence Agencies," pp 15-20,  
Studies in Intelligence, Vol 18  
No. 2, SECRET No Foreign Dissem

Director of Central Intelligence,  
Statement to the Presidential  
Commission on CIA Activities within  
the United States, 13 January 1975.

Statement by W. E. Colby, DCI, Before  
Defense Subcommittee of the House  
Appropriations Committee, February 20,  
1975.

Statement by W. E. Colby, DCI, Before  
Government Information and Individual  
Rights Subcommittee of the House  
Government Operations Committee,  
March 5, 1975.

0945-1045

The Agency's Relations  
with Congress

George L. Cary  
Legislative Counsel

*The Agency occupies an unusual, if not unique, position in  
the endemic contest between the Executive and Legislative  
branches of Government. Our speaker will review Congressional  
relations, describing the mechanisms responsible for over-  
sight, and will share his impressions of the attitudes in  
Congress toward the Agency in this time of change.*

25X1A

TUESDAY, 25 March 1975

[REDACTED]

1100-1200    CIA in Court

[REDACTED]  
Deputy General  
Counsel

25X1A

*One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operations and security.*

Lunch

1300-1400    The Agency's Relations  
with the Press

Angus M. Thuermer  
Assistant to the  
Director

*The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.*

1415-1515    Film: To Be Announced

Dinner

1900-2100    Evening Session - Redwood

George L. Cary

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[REDACTED]  
Angus M. Thuermer

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WEDNESDAY, 26 March 1975

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0830-0930

Reading

Class

CIA, Employee Bulletin No. 397, "New Approaches to Personnel Management," 1 April 1974, ADMINISTRATIVE - INTERNAL USE ONLY

Office of Personnel (a briefing prepared for Harold Brownman, DDM&S), "Annual Personnel Plan," ADMINISTRATIVE - INTERNAL USE ONLY

-----, Annual Personnel Plan: Comment Sheet, ADMINISTRATIVE - INTERNAL USE ONLY

-----, Annual Personnel Plan, FY 74/75 (Table of Contents only; the actual forms are available for examination), ADMINISTRATIVE - INTERNAL USE ONLY

-----, Personnel Development Program--FY 1975, ADMINISTRATIVE - INTERNAL USE ONLY

-----, Personnel Development Program Report Formats--Section I, ADMINISTRATIVE - INTERNAL USE ONLY

-----, PDP Charts and forms--Executive-level Development, and two Sample models for Developmental Profiles; available for examination, ADMINISTRATIVE - INTERNAL USE ONLY

Central Intelligence Agency, Affirmative Action Plan for Equal Employment Opportunity, Calendar Year 1975, UNCLASSIFIED

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WEDNESDAY, 26 March 1975

25X1A

0945-1045

Security in the  
Agency Today

Charles W. Kane  
Director of Security

*The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Kane will describe the environment within which the Office of Security works and what its major current activities are.*

1100-1200

The Freedom of Information  
Act and Its Impact on CIA

Assistant to DDA  
for Coordination

25X1A

*Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the effects of its implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.*

Lunch

25X1A

1300-1400

The Agency and  
Its People

CHIEF REVIEW  
STAFF, OFFICE  
OF PERSONNEL

Fred W. Janney  
Director of Personnel

*Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.*

1415-1515

Equal Employment  
Opportunity in the  
Agency

Director of Equal  
Employment Opportunity  
Programs

25X1A

*The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. [REDACTED] will describe the nature of the problem and the actions to be taken to attempt to solve it.*

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WEDNESDAY, 26 March 1975

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1525-1615 Film: To Be Announced

Dinner

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1900-2100 Evening Session -

Charles W. Kane

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THURSDAY, 27 March 1975

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0800-0830 Reading

Class

Director of Central Intelligence,  
Key Intelligence Questions for  
Fiscal Year 1975, DCI/NIO 1751-74,  
9 Aug 1974. SECRET

Director of Central Intelligence,  
Perspectives for Intelligence,  
1975-1980, USIB/IRAC D22.1/20,  
July 1974, 13p. SECRET No Foreign  
Dissem

0845-0945 Individual Presentations

Block II--Collection and Processing

*Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.*

1000-1130 The Peoples Republic of China

Assistant Deputy  
Chief, East Asia  
Division for  
China Operations

25X1A

*Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.*

Lunch

25X1A

1230-1400 The Soviet Union as an Operational Target

Soviet/  
East European Division

25X1A

*Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the target and the difficulties encountered, several case histories.*

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THURSDAY, 27 March 1975

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1415-1515

Field Station  
Activities

Chief, Near  
East Division  
Designate

25X1A

*How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and CA activities and how it interacts with Headquarters are some of the questions which will be considered by the speaker. He will also describe the relationships between CIA and other overseas agencies particularly the State Department, where there is some overlap of reporting responsibilities.*

Dinner

1900-2100

Evening Session -

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MONDAY, 31 March 1975

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0800-0830 Reading Class

25X1A

[REDACTED] "Science, Technology  
and Change: Implications for the Central  
Intelligence Agency." January 1972.  
SECRET

Planning Study for Research and Development,  
Some Likely Key Intelligence Questions for  
the 1980's, RDP 1, 1 June 1974. SECRET No  
Foreign Dissem Background Use Only

A Study of Climatological Research as it  
Pertains to Intelligence Problems, RDP 2,  
August 1974. CONFIDENTIAL CIA INTERNAL  
USE ONLY

0845-0945 Individual Presentations

1000-1130 The Office of  
Development and  
Engineering

[REDACTED]  
Dep. Director of  
Development and  
Engineering

25X1A

*The principal exotic systems now in use will be described so  
laymen can understand what they do, how they do it, what the  
product is and how it is used. We will also hear of the  
technical achievements that lie just ahead and for which we  
should be getting ready now before they overwhelm us.*

Lunch

1230-1330 ELINT Activities

[REDACTED]  
Dep. Director of ELINT

25X1A

*What is ELINT? A conducted tour around the world of US ELINT  
facilities, including those of our close allies, will be an  
important part of this presentation. Special programs and  
future capabilities will be covered, as well as how actual  
operations are carried out.*

1345-1500 The Office of Research  
and Development

[REDACTED]  
Dep. Director of Research  
and Development

25X1A

*This is the office that takes a "far-out" look at science and  
technology to see what it can do for us to keep ahead of the  
lead time problem. This small group pushes "the state of the  
art" of US science to the outer limits for the nation's benefit.  
We will hear examples of what's already been done and what's on*

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TUESDAY, 1 April 1975

[REDACTED]

25X1A

### Block III--Intelligence Production

*The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, scientific and military.*

0800-0900	Reading (continued)	Class
0900-0930	Individual Presentation	
0945-1045	<u>The Office of Political Research</u>	[REDACTED] 25X1A Deputy Director of Political Research

*This Office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence. The Deputy Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.*

1100-1200	<u>The Agency's Role in Current Intelligence</u>	[REDACTED] 25X1A Deputy Director of Current Intelligence
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*One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Deputy Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.*

#### Lunch

1300-1400	<u>A New Emphasis on Economic Research</u>	[REDACTED] 25X1A Deputy Director of Economic Research
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*The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.*

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TUESDAY, 1 April 1975

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1415-1500 Informal Session

25X1A

Dinner

1900-2100 An Evening with the  
Deputy Director for  
Intelligence

Edward W. Proctor

*The DDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.*

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WEDNESDAY, 2 April 1975

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0830-0930      Individual Presentations

0945-1045      The Agency's Responsibility  
in Strategic Research

[REDACTED] 25X1A  
Acting Director  
of Strategic Research

*The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.*

1100-1200      The Office of Weapons  
Intelligence

Ernest J. Zellmer  
Director of Weapons  
Intelligence

*The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Zellmer will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.*

Lunch

1300-1400      The Production of  
Scientific Intelligence

Karl H. Weber  
Director of  
Scientific  
Intelligence

*The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.*

1415-1515      The National Photographic  
Interpretation Center  
(Arena A)

John J. Hicks  
Director, National  
Photographic  
Interpretation Center

*Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. The Director of NPIC will discuss his support to the Intelligence Community.*



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WEDNESDAY, 2 April 1975

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Dinner

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1900-2100

Evening Session -

Ernest J. Zellmer  
Karl H. Weber  
John J. Hicks

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THURSDAY, 3 April 1975

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Block IV--Support to the Intelligence Process

*Intelligence collection, processing and production require a variety of support mechanisms. During the next two days you will hear about some of these activities and visit one of our major support facilities.*

0800-0930 Individual Presentations

0945-1045 Logistical Support of  
Agency Activities

Michael J. Malanick  
Director of Logistics

*Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.*

1100-1200 The Role of Computers  
in Support of Agency  
Activities

Harry E. Fitzwater  
Director of Joint  
Computer Support

*The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management. Mr. Fitzwater will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how OJCS can be helpful to you as a potential user of computers.*

Lunch

1300-1415 Developments in Agency  
Communications

Director of  
Communications

25X1A

*Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology. Following [redacted] presentation there will be a demonstration of equipment used in covert operations.*

25X1A

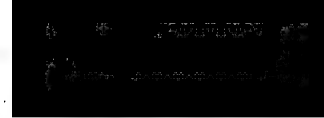
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25X1A

THURSDAY, 3 April 1975

1430-1500 Covert Communications  
Equipment Demonstration



25X1A

Dinner

25X1A

1900-2100 Evening Session -



Michael J. Malanick  
Harry E. Fitzwater



25X1A

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FRIDAY, 4 April 1975

25X1A

0800-0930 Individual Presentations

0945-1045 Financial Operations  
in the Agency

Thomas B. Yale  
Director of Finance

*Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.*

1100-1215 The Agency's Medical  
Services

25X1A

Plans & Development  
Officer, OMS

25X1A

*In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker and panel members will describe how the Agency's Office of Medical Services provides world-wide support to its human resources. They will*

25X1A

1315

ETD

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MONDAY, 7 April 1975  
(Local Field Trip and Headquarters)

0800 Car pools depart for

25X1A

0900-1200 Technical Service in  
Support of Operations

David S. Brandwein  
Director of  
Technical Service

*The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and then tour OTS facilities to learn of the kinds of equipment and support which the Office can supply.*

Briefings and Tour  
of Laboratory

1215 Car pools depart for  
Headquarters

Lunch

1400-1515 The Deputy Director's  
View of the Operations  
Directorate  
(Room 7D-64)

William E. Nelson

*Mr. Nelson will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.*

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S-E-C-R-E-T

TUESDAY, 8 April 1975

25X1A

[REDACTED] and Chamber of Commerce Building)

0815 Bus leaves from Chamber of  
Commerce Building for  
25X1A [REDACTED] Meet at rear  
of Chamber of Commerce  
Building.

0900-1130 The Imagery Analysis  
Service

George W. Allen  
Director, Imagery  
Analysis Service

*The Director will discuss the role of IAS in support of  
intelligence production and operations components of CIA  
focusing particular attention upon the support provided  
to on going disarmament talks--SALT and MBFR. You will  
then have an opportunity to visit individual components  
and talk informally with the PI analysts.*

Lunch - [REDACTED] Cafeteria 25X1A

1230 Bus to Chamber of Commerce Building

1315-1415 Phase I Evaluations and  
Course Administration

Headquarters Auditorium

1500-1700 "Government and the Press"

George E. Reedy  
Former Press  
Secretary to  
President Lyndon B.  
Johnson

*(Class members will have the opportunity to hear the seventh  
presentation in the Agency's Guest Speaker Program for 1974/75.)*

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MIDCAREER COURSE

NO. 46

PHASE II

THE INTELLIGENCE COMMUNITY  
(9 - 11 April 1975)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS  
(14 - 25 April 1975)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

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S-E-C-R-E-T

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WEDNESDAY, 9 April 1975  
(Room 7 D-26, Headquarters and  
Room 916, Chamber of Commerce Building)

PHASE II--THE INTELLIGENCE COMMUNITY

*Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.*

0915-1045

The Intelligence  
Community

James J. Hitchcock  
Consultant to INR,  
Department of State

*We begin Phase II on the Community with an overview of its composition. Our speaker, a former Agency official with wide experience, will discuss the components of the Community, how they interact, and how they obtain their resources in an era of ever constricting allocations.*

25X1A

1100-1200

The National  
Intelligence  
Officers

~~George A. Carver~~  
~~Deputy to the DCI~~  
~~for National~~  
~~Intelligence Officers~~  
~~SOVIET UNION/EAST EUROPE~~

*The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.*

Lunch

(Return to Room 916, Chamber of Commerce Building)

1330-1430

The United States  
Intelligence Board

Bruce A. Lowe  
Executive Secretary,  
USIB

*Our speaker this afternoon will discuss the role of the United States Intelligence Board and its support to the DCI in producing national intelligence required for the formulation of national security policy. He will give examples of how USIB coordinates some of the major intelligence tasks and highlight changes in the role of the Board since Mr. Colby has been DCI.*

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WEDNESDAY, 9 April 1975  
(Room 7 D-26, Headquarters and  
Room 916, Chamber of Commerce Building)

1445-1600

The President's Foreign  
Intelligence Advisory  
Board

Cdr. Lionel H. Olmer  
Special Assistant  
to the Executive  
Secretary, PFIAB

*This Board, composed of outstanding private citizens, meets periodically in Washington and carried out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.*

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THURSDAY, 10 April 1975  
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 The National Security Council Under the Ford Administration Col. Clinton Granger  
National Security Council Staff

*The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.*

1100-1200 The Bureau of Intelligence and Research G. Harvey Summ  
Director, Office of Research and Analysis for African and American Republics, INR

*The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.*

Lunch

1300-1430 The National Security Agency [REDACTED] 25X1A  
Assistant to the Dean of the Cryptologic Management Faculty, National Cryptologic School

*The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.*

1445-1615 The Defense Intelligence Agency [REDACTED] 25X1A  
Assistant Deputy Director for Programmed Operations, DIA

*How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.*

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FRIDAY, 11 April 1975  
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0900-1015 Treasury's Role in  
the Intelligence  
Community

David N. Laux  
National Security  
Advisor, Office of  
National Security  
Affairs, Treasury

*The Department of the Treasury joined the United States Intelligence Board just over two years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kinds of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.*

1030-1200 The Intelligence  
Community Staff

Lt. Gen. Samuel V.  
Wilson  
Deputy to the DCI  
for the Intelligence  
Community

*The President in November of 1971 directed additional leadership and resource overview responsibility to the Director of Central Intelligence as they relate to the Intelligence Community. The DCI has taken a range of actions to respond and has his Intelligence Community Staff to help him. We will hear of the approaches being taken, the accomplishments achieved to date, and a picture of likely future issues.*

Lunch

25X1A

1330-1500 The FBI and  
Intelligence

Chief, Counter-  
intelligence Branch,  
Intelligence Division,  
FBI

*As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.*

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FRIDAY, 11 April 1975  
(Room 916, Chamber of Commerce Building)

1510-1600

The Agency's  
Newest Think Tank

  
Director, Center  
for the Study of  
Intelligence

25X1A

*The speaker will discuss the Agency's serious commitment to support the development of an intelligence literature based on the proposition that intelligence as theory, process, product and profession merits rigorous study.*

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S-E-C-R-E-T

MONDAY, 14 April 1975  
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0900-0945 Phase II Evaluations

PHASE III--WORLD AFFAIRS

*The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up to date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.*

1000-1200 U.S. Foreign Policy  
in Perspective

James W. Spain  
Diplomat-in-  
Residence, Florida  
State University

*U.S. foreign policy has as basic objectives creating a better world order and protecting American national interests. Translating these into practice result in conflicting demands upon the policymaker. Mr. Spain will consider these in reviewing the recent history and current directions of U.S. foreign policy, and the significance of prospective trends in foreign policy for intelligence.*

Lunch

1330-1500 Policy Research in  
the U.S. Government

Gus W. Weiss  
Senior Staff  
Member, Council  
on International  
Economy Policy

*Keeping abreast of current research and its possible implications is a major concern of the government. Our speaker will describe the nature of policy research, the use of outside experts, analytic methods employed and major problem areas as seen from the top levels of government. A case study, "Computer Exports to the Soviet Union," will be used to illustrate the subject.*

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TUESDAY, 15 April 1975  
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0900-1030 The Multinational Corporation Lawrence Krause  
Senior Fellow,  
The Brookings  
Institution

*One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.*

1045-1215 ~~Energy: Challenge~~ James A. West  
~~of the 70's~~ Associate Assistant  
25X1A Administrator for  
FILM & PRESENTATION ON LASERS Importing Nations,  
Federal Energy  
Administration  
(Class member)

#### COURSE DISCUSSION

*As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.*

Lunch

1315-1330 Course Administration Staff

1345-1545 Changing Soviet  
Perceptions of  
the USSR's World  
Role Office of Political  
Research

25X1A

*How Soviet leaders view the USSR's place in today's world is fundamental to addressing such concerns as the leadership's assessment of Soviet "superpower" status, whether Soviet and American views of the world are converging, and the significance of the messianic element of Marxism-Leninism. [REDACTED] will consider these questions in his discussion of the opportunities, risks and policy implications the Soviets perceive in such momentous changes as their attainment of parity with the US in strategic weapons and the emergence of China as a great power rival.*

25X1A

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MONDAY, 14 April 1975  
(Room 916, Chamber of Commerce Building)

1515-1545 Individual Presentation

1600-1630 Film: "Energy: Critical  
Choices Ahead"

*The scope and impact of the current energy crisis is described in  
this film recently produced by the Department of Commerce.*

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WEDNESDAY, 16 April 1975  
(Room 6 E-60, Headquarters)

25X1A

0930-1130

~~Management in CIA~~  
CIA AND THE ROCKEFELLER AND  
CONGRESSIONAL INVESTIGATIONS

~~ASSISTANT TO THE DCT~~  
~~Carl E. Duckett~~  
~~Deputy Director~~  
~~for Science and~~  
~~Technology and~~  
~~Secretary, CIA~~  
~~Management Committee~~

*You have heard much during the past three weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.*

Lunch

Depart for Field Trip 16-18 April

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WEDNESDAY-FRIDAY, 16-18 April 1975  
(Field Trip)

WEDNESDAY, 16 April

1300 Bus to New York City -  
Hotel Commodore  
(Depart Southwest Entrance)

THURSDAY, 17 April

0900-1200 Briefings - ~~Chase Manhattan Bank~~  
CMTex Petroleum Company  
Lunch

~~1300-1600~~ Individual Tours  
~~1400-1630~~ United Nations  
New York Stock Exchange  
American Stock Exchange  
Briefings and Tour - FBI Field Office

FRIDAY, 18 April

0900-1200 Briefings - ~~Grain Exchange~~  
CHASE MANHATTAN BANK  
1215-1400 Luncheon - CHASE MANHATTAN EXECUTIVE  
DINING ROOM  
~~1330-~~ Bus from Hotel Commodore to  
1430 Headquarters

NOTE: The above Field Trip Schedule is subject to change and will be confirmed the week before the trip.

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MONDAY, 21 April 1975  
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

25X1A

0900-1030 The US-Soviet  
Strategic Balance

Assistant National  
Intelligence Officer  
for Strategic Programs

*Understanding Soviet defense policy is a major goal of US intelligence gathering efforts. The Soviet view of the relationship between the strategic forces of the US and the Soviet Union is an important input into the determination of Soviet defense policy. The composition and complexity of opposing nuclear offensive and defensive arsenals make it difficult, however, to measure the strategic balance. Our speaker will describe the US-Soviet strategic balance in this period of the Strategic Arms Limitation talks.*

1045-1215 Changing US Strategies  
and European Security

Robert J. Murray  
Deputy Assistant  
Secretary of Defense

*A re-examination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.*

Lunch

1315-1345 Individual Presentation

1400-1600 Whither the U.N.?

25X1A

*The Charter of the United Nations states that the organization was born "to save succeeding generations from the scourge of war." In the almost thirty years since its creation there have been over fifty wars in various corners of the globe. One impact of the addition of countries that achieved their independence after World War II has been to negate any expectation that the UN would always be a faithful reflection of US national interests. Yet Ambassador Charles Yost, former head of the U.S. delegation, has written that the UN is not only relevant but indispensable today.*

*will discuss the activities of the UN in the light of the dreams of 1945. He will assess its strengths and weaknesses, and evaluate the UN's likely role in the foreseeable future.*

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TUESDAY, 22 April 1975  
(Room 916, Chamber of Commerce Building)

0845-1045

The World Food Crisis

Milo L. Cox  
Former Associate  
Director of  
Agriculture, AID

*An authority on world-wide agricultural programs will discuss the global scarcity of food, the rise in prices in international markets and the outlook for the future. He will cover the effects of devaluation on competition for domestically produced agricultural raw materials, constraints on global food production and the changes in demand. The problems of increasing production, increasing food reserves, combatting weather cycles, and eliciting third nation control and assistance will be discussed. The speaker will comment on what research and planning the US is conducting to attack the problem and what part intelligence could play in meeting the objectives.*

1100-1230

World Population Problems

R. T. Ravenholt  
Director, Office  
of Population, AID

*This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.*

Lunch

1345-1445

Film: "Who Owns the Sea?"

*This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.*

25X1A

1500-1600

Law of the Sea

Office of Geographic  
and Cartographic  
Research

*Our speaker, from the Office of Geographic and Cartographic Research, has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conference, just conducted in Caracas, Venezuela, from June to August of last year. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national*

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WEDNESDAY, 23 April 1975  
(Room 916, Chamber of Commerce Building)

25X1A

0900-1100      The Outlook for China  
                 in World Affairs

*China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.*

1115-1215      Individual Presentation

Lunch

1345-1445      Discussion and Course  
                 Administration

1730-1930      Reception in Executive      Class, Staff,  
                 Dining Room      Spouses and Guests  
                 (7D-42)

*Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.*

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THURSDAY, 24 April 1975  
(Room 916, Chamber of Commerce Building)

0900-1000 Film: "The Palestinians"

*A 1974 CBS Documentary tracing the history of people who constitute a critical factor in resolving Middle East tensions.*

1015-1145 Terrorism: A New  
Dimension in World  
Affairs

Verne F. St. Mars  
Chief, Foreign  
Operations Division,  
Office of Security,  
Department of State

*Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, for it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will describe the Department's efforts to neutralize terrorist acts directed at US personnel and property abroad. He will also discuss United States' interagency efforts to cope with this threat and will describe the Government's policies aimed at thwarting terrorist activities.*

Lunch

1315-1515 Panel Presentation

The Middle East--  
A Case Study

██████████  
Chief, Middle East-  
Africa Division,  
Office of Current  
Intelligence

25X1A

██████████  
Chief, Industrial  
Nations Division,  
Office of Economic  
Research

25X1A

██████████  
Economic Officer,  
Operations Staff,  
Near East Division

25X1A

██████████  
Deputy NIO/ME

25X1A

*The complex of foreign and domestic problems that have arisen as a result of the Middle East conflict underscores the importance of that part of the world for the US. This has been reflected in the range of requirements imposed upon many resources of the Community. A panel of representatives from several components involved will assess the principal issues and problems, and define the major areas of responsibility for the intelligence collector and analyst today and in the future.*

FRIDAY, 25 April 1975  
(Room 1A-13 and 7D-64 Headquarters)

0900	Discussion	Class and Staff
0930	Phase III Evaluations	
1000-1200	<u>Inventing the Future</u>	

25X1A

*During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our final speaker will now challenge you to return to your assignments next week and "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during the course.*

Lunch

1330-1445	Overall Evaluations
1500	Informal Remarks

William E. Colby  
Director of Central Intelligence

Award of Certificates

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20 May 1975

MEMORANDUM FOR THE RECORD

SUBJECT: Mr. Colby's Remarks to Midcareer Course  
No. 46 on 25 April 1975

1. Mr. Colby opened by saying that the Midcareer Course was indeed a splendid course, the type that gave you an opportunity to stand back and assess the total Agency.

2. He said he recognized that the class would be most interested in what was happening today, particularly with regard to the investigative committees. Mr. Colby acknowledged that CIA had made a few missteps in its long history, and that it was healthy to have the committees take a good look at the Agency and the Intelligence Community to reevaluate their structure and roles. He believes the result will be a restructuring of the Agency, and hopefully better guidelines that will bring the entire Community more in line with the current thinking in American society and government. Colby thought this whole investigative process will probably recur in another twenty-five years or so, and the committees will not understand certain decisions made back in 1975. Already the committee members (Presidential and Senate Select) have come away with a high regard for the Agency employee, and an appreciation that "Intelligence" is not the business conducted by Mata Haries and Maxwell Smarts but rather a process utilizing a high degree of technology, far-out thinking and deep analysis. One impact of the investigations is the substantial dropoff of covert action.

3. The impact of technology has been dramatic, and will continue to accelerate beyond our wildest dreams. Mr. Colby said that we have had great technological success that hopefully will continue in the future. He stated that the liberal arts and scientific cultures must move closer together in understanding and cooperation to make the Agency more effective.

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13030  
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4. Mr. Colby emphasized his satisfaction with the Agency's demonstrated ability to handle two intense crises at one time--in the Middle East and Indochina. He added that during the 1960's he would have thought this impossible, but now anticipates that we may have to handle as many as ten crisis situations simultaneously in the future.

5. The Director declared that President Ford has publicly supported the Agency because he recognized our capabilities and value. For example, NSC meetings always begin with an intelligence briefing. Secretaries Kissinger and Schlesinger may not always agree, but this is less important than the fact that our input is presented and evaluated by the President and the other NSC members.

6. Mr. Colby again reiterated the importance of protecting sources and methods. He hopes that one outcome of the investigations will be better legislation toward that end.

7. Responding to a question concerning the Agency's "image," Mr. Colby said that he was personally trying to improve that image by speaking to various groups and admitted that these efforts were not always successful. He said that he hoped that our image would improve eventually by the increased awareness of the Agency's activities and recognition that we were not merely a collection of "cloak and dagger operatives," but rather a mix of scientists, economists, and representatives from other disciplines engaged in sophisticated collection and analytical work.

8. Mr. Colby felt that our relationship with the FBI was in good shape, adding that there was a paper

word is "coordination" when discussing Agency-FBI relations.



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9. Mr. Colby responded to a question on President Kennedy's assassination by flatly stating we had no involvement. He added that if they (presumably the investigation committees) want to review the Warren Report we will be happy to drag out all the old papers, and that he would readily testify that we were not involved.

10. He concluded by thanking all for being so attentive, and wished them success. He said that he hoped he would see them again in the Senior Seminar.



25X1A

Midcareer Course C6-Chairman

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MR. BLAKE'S ADDRESS TO MIDCAREER COURSE NO. 46

EVENING SESSION -- 25 March 1975

25X1A

Mr. Blake opened by saying that he had testified before the President's Select Committee that morning. He then flew to [REDACTED] and addressed the station staff in the late afternoon prior to his session with our class.

25X1A

25X1A

Mr. Blake began the evening with a brief overview of the Administration Directorate. He described the origin of [REDACTED] as a station established primarily for the DDO in recognition of the fact that its officers were not recruited with the requisite skills to be an operations officer. Thus operations training was and is the principal function of [REDACTED]. Mr. Blake commended the Office of Security and the other Directorate offices for their support to the Agency's missions over the past twenty-seven years. He explained the renaming of his Directorate as reflecting its member offices' responsibilities for administering programs within the Agency. He noted this had been the original name for the Directorate, and traced the rationale for the changes in title over the years.

The future presents a great challenge to the administrative function of the Agency. We are confronted with three fundamental problems--the limitation of resources, the ravages of inflation, and the technology explosion.

Mr. Blake argued that he was against rotation among directorates as a general policy, but that selective lateral rotation should be encouraged.

The question of the origin of MBO within the Agency was raised, and Mr. Blake pointed out that the concept was introduced by Mr. Colby as Executive Director/Comptroller. Mr. Colby was also responsible for the Annual Personnel Plan and Personnel Development Program. Mr. Blake argued that MBO is a good management tool, and a boon to the DDA. He did not believe it was being used to maximum advantage, and he particularly cited the DDO as failing to actually retool management styles to effectively implement MBO. Instead the DDO had forced this

management philosophy onto its existing system without properly prioritizing its projects and activities. Within the DDA, the objectives under MBO are well-defined and relate to effective support of the total Agency effort.

Mr. Blake referred to 1975 as "the year of investigations." He traced events from Watergate and our limited involvement (i.e., TSD support to E. Howard Hunt) through the "Schlesinger Dragnet" of May 1973 in ferreting out any Agency activity in violation of our charter to the Seymour Hersch article of 22 December 1974. The President's Select Committee with its clear charter to examine CIA activities within the United States could be looked upon as a benchmark event for the Agency. The Senate and House have followed suit in establishing their own select committees. These committees are going to examine the entire intelligence network of the U.S. Government. Support from the Agency is under the direction of [REDACTED] and from the Community under [REDACTED]. The Presidential Committee will probably ask for a 30-day extension. The Senate report is due 1 September 1975, and the House report on 1 January 1976. Mr. Blake conjectured that the Senate approach would be more investigative, as in the Watergate case, while the House would focus more on legislative matters. These committees, plus the inquiries of the Department of Justice, underscore the description of 1975 as "the year of investigations." Mr. Blake saw as positive outcomes the opportunity to educate both the American public and the Congress on the true nature of the intelligence function. The investigations undoubtedly will bring about a more definitive charter for the Agency, taking away the fuzzy or gray areas of the 1947 Act.

Mr. Blake reflected upon the high caliber of the President's Select Committee members, noting that he had been very impressed by the substance of their questions. He stated that they are under intense pressure to investigate in depth possible irregularities in the Agency's activities within the U.S. Failure to do this would destroy their credibility. In passing, Mr. Blake mentioned that the Freedom of Information Act has already cost the Agency about one million dollars.

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3 March 1975

MEMORANDUM FOR: Chief, Plans and Development Staff

SUBJECT : Use of Agee Video Tape in Midcareer

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1. Attached is a copy of a memo I asked [REDACTED] to write regarding our rationale about the use of the Agee "Tomorrow" program video tape. As you can see, we would also like to use the [REDACTED] tape. Although I've not seen it, I understand it presents a much more favorable view of the Agency.

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2. Since the Agee case will be a topic for discussion by Angus Thuermer, I think it would be appropriate to show these tapes in conjunction with this phase of the course. We do not plan at this time to use them in any other IMB courses.

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3. We should like to urge then, that [REDACTED] request these two tapes for single showings on 25 and 26 March at the [REDACTED]. No further showings will be scheduled until a complete evaluation of their merit has been made.

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[REDACTED]  
Chief, Intelligence and Midcareer Branch  
Intelligence Institute

Att

27 February 1975

MEMORANDUM FOR: Chief, Intelligence and Midcareer Branch

25X1A

SUBJECT : Showing Agee [REDACTED] "Tomorrow  
Show" Tapes to MCC #46

1. We propose showing the "Tomorrow" interview with Philip Agee to MCC #46 on March 25th. This is the second day of the course, with Angus Thuermer and speakers representing the OGC and OLC. Mr. Thuermer recommended we also show the subsequent discussion on CIA with [REDACTED] and we intend to schedule this for the following day.

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2. The education value of the two programs is clear in several respects:

- a. Agee's position is best stated by the man himself, and this is the line we must assume he will pursue in the promotion of the book and of his vow to "destabilize the CIA." Agency officers should be aware of his position without necessarily having to read the book, and that stand is well-stated on the tape.
- b. The Agee case has and will continue to raise fundamental questions concerning the mission of CIA and its legal rights to self-protection. These will be discussed by Mr. Thuermer and the OGC (hopefully [REDACTED] representative).
- c. The reverberations of the Agee book and other media coverage have been reflected in directed comments by Agency speakers (particularly from the DDO) in several recent II courses. We must assume this will continue, and therefore the class should appreciate what attitude Agee represents.

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- d. The [REDACTED] program provides a stimulating discussion of the question of an intelligence agency's role in a democratic society, as well as a critique of the Agee rationale.



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Chairman, Midcareer Course